

[Table of Contents](#)

ISBN: 978-0-9860419-1-4

**Creating Global Competitive Economies:**  
*2020 Vision Planning & Implementation*

**Proceedings of  
The 22<sup>nd</sup> International Business Information Management  
Association Conference**

November 13-14, 2013  
Rome, Italy

**Editor**

**Khalid S. Soliman**

International Business Information Management Association  
(IBIMA)  
Copyright 2013

---

**Conference Chair**

**Khalid S. Soliman**  
International Business Information Management Association,  
USA

### **Strategic Human Resource Management Practices on Corporate Performance of Selected Multinational Firms: Evidence From Cadbury and Nestle Nigeria**

**Samuel Taiwo Akinyele**, Department of Business Management, Covenant University, Ota, pmb 1023, Ogun State, Nigeria.

[Samuel.akinyele@covenantuniversity.edu.ng](mailto:Samuel.akinyele@covenantuniversity.edu.ng); [akinsamolu2000@yahoo.com](mailto:akinsamolu2000@yahoo.com)

**Rowland Worlu**, Department of Business Management, Covenant University, Ota, pmb 1023, Ogun State, [Rowland.worlu@covenantuniversity.edu.ng](mailto:Rowland.worlu@covenantuniversity.edu.ng)

**Kumolu-Johnson**, Department of Business Management, Covenant University, pmb 1023, Ota, Ogun State, [kumolujohnson@yahoo.com](mailto:kumolujohnson@yahoo.com)

**Fred Ahmadu**, Department of Sociology, Covenant University, pmb1023, Ota, Ogun State, [fred.ahmadu.covenantuniversity.edu.ng](mailto:fred.ahmadu.covenantuniversity.edu.ng)

#### **ABSTRACT**

The study addressed strategic human resource management practices on corporate Performance of selected multinational firm evidence of Nestle and Cadbury Nigeria. The general objective of the study was to determine the extent to which strategic human resource management has contributed to the performance of multinational firms in Nigeria. In order to achieve this, four other specific objectives were raised. Data for this research were obtained from both primary and secondary sources. Relevant published and unpublished literatures provide the secondary data. The primary data were obtained through questionnaire. Three hundred (300) questionnaires were administered to the employee of the two multinational firms and two hundred and sixty-two (262) were returned with a response rate of 87.33% and also collated for analysis. To achieve the objectives of this Study, four hypotheses were formulated. For the data analysis, the statistical test tools used included Descriptive Analysis, Analysis of Variance, Correlation and Regression Analysis with the aid of SPSS 15.0 computer packages. The results showed that selective hiring has significant effect on cost reduction of multinational firms. The Study also revealed that extensive training in organizations has significant relationship with market share of organizations. It was also observed that employment security assists multinational companies to build customers relationship. Based on these findings, some recommendations were made. Organizations should see selective hiring as a way of advancing the course of the corporation and should also outsource recruitment processes to professional so as to help them to continue being in businesses. Multinational Firms should learn more innovative ways of pleasing and satisfying the needs of their employees to increase sales turnover of their business.

**Keywords:** Strategic Human resource practice, Human resource Management, Corporate Performance, Multinational corporation

#### **Introduction**

In today's very uncertain global economic climate, organizations world-wide as a matter of necessity have continually to endeavour in taking the right steps towards achieving their objectives. The drive for industry leadership sustainability and business continuity has put a competitive demand on multinational corporations to come up with outstanding strategic human resource management practices. The reason for this is that companies must constantly adapt to the ever changing external business environment and market situation. (Pearce and Michael, 2006). Most organizations strive to do things differently and better